

Vision: World-Class Gaming Regulation for a Stronger Arizona

Mission: To ethically and effectively regulate gaming, horse racing, and unarmed combat sports, while ensuring that they are conducted in a socially responsible manner.

Agency Description: The Arizona Department of Gaming (ADG) is the state agency charged with regulating tribal gaming, racing and pari-mutuel/simulcast wagering, and unarmed combat sports. ADG also provides and supports prevention, education, and treatment programs for people and families affected by problem gambling, through its Division of Problem Gambling and 24-hour confidential helpline, 1-800-NEXT-STEP.

Executive Summary: In the next five years, there will be significant change within the industries ADG regulates, most notably with the development and implementation of a new AZ Tribal-State Gaming Compact. ADG has identified five strategic priorities to achieve its vision and mission as an enterprise:

- Promote Fair and Effective Regulation While Fostering Social Responsibility
- Strengthen Resource Network
- Provide World-Class Customer Experience
- Increase Operational Effectiveness, Compliance, and Efficiency
- Develop a World-Class Team

Summary of 5 Year Strategic Priorities

#	Multi-Year Strategy	Start Year	Progress / Successes
1	Promote Fair and Effective Regulation While Fostering Social Responsibility	FY17	<ul style="list-style-type: none"> • Created the Equine Safety Committee, established necropsy protocol, and achieved 100% pre-race exams. • Began regulatory negotiation meetings to modernize the AZ Tribal-State Gaming Compact. • Reviewed 500+ Boxing & MMA rules, the first substantive rule overhaul in 30 years.
2	Strengthen Resource Network	FY19	<ul style="list-style-type: none"> • Increased problem gambling treatment options and programs.
3	Provide World-Class Customer Experience	FY15	<ul style="list-style-type: none"> • After stakeholder feedback, completed several AMS breakthrough projects related to licensing/certification processes, resulting in significant reductions to lead times. • Streamlined Annual Compact Compliance Reviews.
4	Increase Operational Effectiveness, Compliance, and Efficiency	FY19	<ul style="list-style-type: none"> • Implemented 27 documented process improvements, resulting in money, time, and resource savings.
5	Develop a World-Class Team	FY17	<ul style="list-style-type: none"> • Increased Employee Engagement score from 2.4 in CY '16 to 16.5 in CY '19. • Regrettable Attrition was 12, 11, and 5 employees in FYs '17, '18, and '19, respectively.

Strategy #	FY20 Annual Objectives	Objective Metrics	Annual Initiatives
1	Increase fair and safe operation gaming activities.	# of noncompliant issues, # of drug violations at racetracks	Redefine metric: from reporting only to metric with a target. Include racing and boxing compliance data. Monitor performance and identify countermeasures. Begin breakthrough project to reduce drug violations at racetracks.
1	Decrease racehorse fatalities	# of fatalities, % of pre-race exams	Implement countermeasures identified by the Equine Safety Committee (continued breakthrough project). Engage stakeholders nationwide.
2	Increase number and reach of strategic partnerships	# of strategic partnerships, # of training events, # of individuals reached/trained, % of youth with improved assessment scores post DPG Grant curriculum	Analyze current state and set partnership targets. Award inaugural problem gambling prevention grant, standardize grantee reporting process, and measure effectiveness.
3	Expand online services to stakeholders	% of services online, % of customers using available online services, once implemented	Identify requirements for e-licensing solution and select vendor. Implement online self-exclusion and treatment provider training.
4	Strengthen culture of continuous improvement	# of process improvement records (PIRs) submitted by employees, % of employee ideas implemented, AMS Implementation Score	Create online version of the PIR template, develop a process for employees to submit ideas for review and approval prior to PIR creation, and organize the data related to ideas and approvals. Create and publish internal AMS training videos. 4-box problem solving training sessions with select groups.
4	Strengthen Arizona Department of Gaming's compliance	% of audit developed	Develop comprehensive internal audit and identify audit participants.
5	Develop staff and execute succession planning	% of required succession plans completed	With ADOA assistance, draft succession plans and begin implementation. Identify and begin implementation of talent development strategy.